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12 NOV 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT: Recommendations Nos. 6 and 13 of the Inspector General's Survey of the Office of Personnel

1. This memorandum is for your information with further reference to our discussion of subject recommendations and the comments of the Deputy Director for Plans regarding them.

2. I believe it may be helpful in placing this matter in perspective to review the roles of the existing Agency mechanisms for coordinated evaluation of the suitability of Agency employees. Such a review is contained in the attached paper.

3. I would like to emphasize again the point that the Applicant Review Panel, the Overseas Candidate Review Panel, and the Personnel Evaluation Board should be concerned with suitability determinations regarding staff employees and staff agents, as they are now, and regarding Type A contract employees as well. Some of the principal reasons for this position are as follows:

a. The Director of Personnel has been delegated legal authority for the appointment of Agency employees whether by excepted appointment action or by contract. In this connection, he has also been assigned authority and responsibility for making suitability determinations.

b. While for a variety of reasons, the Director of Personnel does not review the suitability of personnel in most contract categories, the staff-nature of the duties and clearance of Type A contract employees warrants the same suitability consideration at Agency level for this category as for staff personnel.

c. The responsibility of the Director of Personnel for determining the suitability of individuals for retention in Agency employment is no less important than his responsibility for making such determinations for initial employment.

4. In view of the above, I urge that the proposal that staff agents be removed from the cognizance of the Agency mechanisms for suitability determinations not be approved and, moreover, that Type A contract employees be brought within the cognizance of these mechanisms.

5. Regarding the extension of the "post mortem" of cases in which an employee is returned short of completion of his tour overseas, I believe that such review is appropriately conducted by the Overseas Candidate Review Panel. The Panel thus has an opportunity to determine whether their original judgment in the case was in error and to improve their effectiveness in reviewing future cases involving proposed overseas assignments. Questions which the Panel should raise during its review include the following:

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a. What deficiencies (if any) did the Panel fail to detect in this individual? How can the screening process be improved to identify these in future cases?

b. What effect should this particular incident have on the possible future use of the individual overseas?

c. Are the circumstances of this incident such that the Personnel Evaluation Board should consider the individual's suitability for continued Agency employment?

6. Finally, I would like to state again the view that suitability determinations are Agency determinations which should be made at Agency level. After giving due weight to the significance of an employee's contribution in his career field and to operational factors which may be involved, questions of suitability must be determined on the basis of the Agency's overall interest without the risk of prejudice based on narrower considerations.

/s/ Emmett D. Echols

Emmett D. Echols
Director of Personnel

Attachment: A/E

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